



# VICTORIA'S **FUTURE LOCAL GOVERNMENT WORKFORCE**

## **KEY FINDINGS**

Local Government  
Professionals Victoria  
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Victorian local government is being challenged to meet an uncertain future of work, but the requirement for a sustainable and suitably skilled workforce is clear.



The sector is facing persistent skills gaps and recruitment challenges, but we are yet to uncover the full potential of a diverse and growing workforce.



External labour market influences are meanwhile creating a window of workforce opportunity.



The full Victoria's Future Local Government Workforce report details recent trends, key drivers of future need, and recommendations for how we can create a future-fit Victorian local government workforce.



## State of the workforce

The Victorian local government workforce is growing, but staff turnover rates are increasing too. This workforce has historically outnumbered State Government, but the gap is narrowing.

The rate of staff growth varies across council types, with some workforces growing significantly while others moderately decline.

These differences between metropolitan and rural councils are most significant when dividing the workforce changes by service area.

The highest growth across the full workforce in recent years has come from Governance, Business & Economics and Recreation & Culture divisions, with Family & Community Services experiencing the highest nominal growth in rural councils. The Aged & Disability Services workforce has meanwhile seen a collective decline.

Recent reform has improved gender balance across the full workforce.

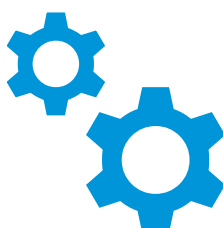


## The sector faces

**constraints  
to workforce  
supply**



**shifts in the  
regional operating  
context shaping  
demand**



**global  
macro-trends  
shaping workforce  
futures**



## Recommendations

The future local government workforce will be distinguished by its ability to adapt and innovate without losing sight of its place-based mission to enhance the wellbeing and livelihoods of all community members. This research recommends six considerations for the Victorian local government sector.



### Design a skills-based organisation

#### Key finding

The Victorian local government workforce stands out for its occupational diversity. Recruitment and retention should reflect this, moving beyond short-term efforts to fill one role at a time to focus on flexibility across council's teams and ensuring choice for existing employees to explore new roles internally.



#### The future local government workforce ...

Is built around a skills-based model that informs the pipeline of graduate recruitment to experienced staff approaching retirement. Internal staff are proactively supported to diversify their skills through internal recruitment opportunities.

#### Key finding

While a variety of skills will be needed in the future, AI and digital literacy are rapidly emerging as some of the most sought after by the local government sector.



#### The future local government workforce ...

Is empowered to use AI safely, transparently, and effectively to improve the delivery of local government services, without displacing the human touch at the heart of the local government.

### Improve long-term workforce planning

#### Key finding

Councils continue to grapple with longstanding skills shortages and capacity constraints, which are exacerbated by increasing cost pressures. The cycle of reactive workforce planning hinders a proactive, long-term approach to meeting future needs.



#### The future local government workforce ...

Embeds both local and regional insights on labour market dynamics and resolves challenges through continuous knowledge sharing.

### Leverage the multi-generational workforce

#### Key finding

Australia's workforce is more age diverse than it has ever been. Our multi-generational workforces in the local government and other sectors are the result of an ageing population and a changing Australian retirement context where people are continuing to work later in life and/or exploring more flexible retirement arrangements (e.g. part-time and casual work).



#### The future local government workforce ...

Builds a cohesive workplace culture which leverages a multi-generational workforce through providing leadership opportunities for the next generation while valuing and actively providing a role for the older workforce through knowledge transfer, innovation, and mentorship.



## Create experiences, not just employment

### Key finding

Today's workers seek more than a job. Local government is uniquely positioned to provide the opportunities and experiences to build a career grounded in making a positive difference to communities.



### The future local government workforce ...

Routinely intersects multiple skill areas, teams, and stakeholder interactions, creating a unique employee experience grounded in local connections and clear links to tangible community outcomes.

## Boost inclusion and diversity

### Key finding

The place-based nature of local governments' impact means that it is critical for the workforce to reflect the diversity of their communities. This enables more informed decisions, greater visibility over the things that matter to residents and visitors, and a more solid foundation for building trust.



### The future local government workforce ...

Embraces diversity in all its forms – age, cultural, gender, ability, professional backgrounds – to shape better policies and programs that meet the needs of everyone in the community.

## Enhance the sector's profile as an employer of choice

### Key finding

The local government sector is not widely viewed as an employer of choice. There is a need to enhance and better communicate local government's profile, its role, and the opportunities arising from a career in the sector.



### The future local government workforce ...

Is recognised as providing lifelong employment opportunities that can make a difference to local people in the local community.

Read the full Insights Report to learn more.



## About LGPro

LGPro is the member association and leading voice for people working in local government in Victoria, providing leadership, professional development and representation in the pursuit of excellence.

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